



# **Faculty Recruitment Tool Kit**

**College of Engineering and Science  
Clemson University  
February 2007**

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## I. Key Points to Note

- Ensure that you have approval from the Dean of the College of Engineering and Science to fill a position.
- Call Martha Bridges in ARS (656-5536) to ensure that there is a position and to obtain a position number.
- Funding for recruitment of faculty and department chairs comes from departmental funds!
- Forms included in this document are either Clemson University or CoES forms and must be completed. (Appendix A)
- Templates of various letters, memos, etc. that can be modified and used by the Search-and-Screening Committee are provided in Appendix C. These templates are provided only as suggestions that might prove useful.
- An electronic version of this guide may be found on the College of Engineering and Science web page at:  
<http://www.ces.clemson.edu/main/facstaff/general/recruitment.htm> .

## **II. Composition of Search-and-Screening Committee**

Please read the sections of the current *Faculty Manual* (<http://www.lib.clemson.edu/fs/FacultyManual/facman1.htm>) concerning searches before beginning any recruitment process (in the August, 2006 edition, part IV procedures for faculty appointments).

### **Department Chair Search**

“For the selection of an academic department chair or other academic administrators within the department, a committee shall be formed from the faculty within that college, plus at least one student. The majority of the members of this committee shall be chosen by the faculty of the affected department; the minority may be appointed by the dean of the college.”  
(Part VI, page VI-5)

### **Regular Faculty Rank (Tenure Track)**

“Candidates for appointment to the regular faculty shall be recruited and evaluated by a search-and-screening committee composed of the regular faculty and others if specified in departmental bylaws. Such committees are selected in accordance with departmental bylaws.” (Part IV)

### **Endowed Chairs and Titled Professorships**

“For endowed chairs and titled professorships, the composition of the search-and-screening committees shall receive the approval of the Provost. The majority of each such committee shall be composed of faculty members from the department to which the chair or titled professorship is assigned and shall be elected by the faculty of that department. At least one faculty member from a related discipline in another college shall be appointed to the committee by the Provost. Administrators in the line of appointment shall not serve on the committee. ....” (Page 111-5 – 111-6, *Faculty Manual*.)

The search for a new faculty member is both routine and unique. The mechanics of the process are the same no matter which department advertises, reviews applications, interviews, and hires. However, each position is unique and departments will have their own selection criteria and candidate qualifications. This material identifies the major components of the search process and offers suggestions on how departments can modify the process to reflect their unique hiring needs.

### **III. Starting the Search/Advertisement**

First, the committee must be formed and the chairperson elected. Administrative support to assist the search committee must be identified.

#### **The Search-and-Screening Committee:**

- ❑ Include individuals with different perspectives, expertise and a demonstrated commitment to diversity.
- ❑ Make sure the committee itself is diverse.
- ❑ Identify two or three key members who will serve as advocates for women and minorities.
- ❑ Ask that your Dean/Department Chair meet with the committee at the beginning of the process to reiterate the importance of inclusion, the advisory role of the committee and the need for confidentiality.
- ❑ Emphasize preference for all inquiries and requests to be referred to the chairperson.
- ❑ Determine how the committee will communicate with each other, the campus community, and with candidates.
- ❑ A representative from the Office of Access and Equity may also be invited to discuss issues involving Affirmative Action/Equal Opportunity.

**NOTE:** The Department Chair (for faculty searches) or the Dean (for Department Chair searches) may set some parameters regarding the search process such as the maximum number of candidates to be invited to interview, time frame for the search, scope of advertising, etc.

## **Committee Responsibilities:**

1. Meet with the appropriate faculty and staff to review the needs of the department and develop specific hiring goals.
2. Seek appropriate approvals before circulating the job announcement and/or advertisement. The Office of Access and Equity must approve the language of all advertisements before posting. Determine which professional networks, web sites, and publications will be used for marketing the job announcement: Chronicle of Higher Education, letters to appropriate faculty or administrators (e.g. chairs of other departments), professional journals, e-mail lists, magazines, newspapers, etc. Place the job announcement on the department's web page. All searches should be highly proactive wherein committee members personally contact highly qualified and diverse prospects soliciting their applications. For tips on writing ads that conform to federal, state and university requirements see Appendix D.
3. Develop a realistic timeline for recruiting and interviewing, working backwards from a target completion date. (Establish deadlines.)
4. Establish a system for managing records, including nominations, applications, letters to candidates, affirmative action forms and Search-and-Screening Committee notes.
5. Identify a process for the campus community to assist with the marketing (i.e. nomination) process. Encourage women and minorities to identify and nominate potential candidates. Document how the committee will actively recruit women and minorities.
6. Develop selection criteria and a process for rating candidates. Reach committee consensus on how different qualifications will be weighted (e.g. weight to be given to research versus teaching experience).
7. Develop a process for committee members or departmental faculty to make personal contact with potential candidates at professional meetings and conferences.
8. Decide number of references to be contacted.
9. Establish a process for managing rumors. Discuss confidentiality issues with committee members and faculty members in the department.
10. Be clear on what the committee's role is. The committee identifies the candidates, coordinates the on-campus interview process and makes recommendations to the appropriate Chair and/or Dean.

## **Administrative Support Responsibilities:**

1. Prepare (Unclassified Position Vacancy Announcement).  
<http://www.clemson.edu/access/> . Contact Kelly Burgess in ARS.
- 2 Kelly Burgess will notify the department when the Position Vacancy Announcement form has been approved. Information regarding under-represented groups to be targeted in the search will be provided by Access and Equity on the approved form.
3. Attach the advertisement to the Advertising Plan & Search Committee Designation form, and send the Advertisement and the Advertising Plan & Search Committee form to Kelly Burgess, ARS, 117 Riggs Hall.
4. Kelly Burgess will forward the Advertising Plan & Search Committee Designation form and advertisement to the Office of Access and Equity for approval.
5. Advertisements cannot be placed until the Advertising Plan & Search Committee Designation form and Advertisement has been reviewed and approved by the Office of Access and Equity. Kelly Burgess will notify the Department when Access & Equity approves the Ad.
6. Send advertisements to designated media as appropriate.
7. Retain copies of all advertisements.

## **IV. Response to Applications**

*All letters must be approved and signed by the chair of the Search-and-Screening Committee.*

## **Administrative Support Responsibilities:**

1. Establish log of all applicants (*see Appendix B*)
2. Create a separate file folder for each applicant. File applicant information in file folders.
3. Acknowledge all applications and letters in writing (*see Appendix C*). Upon receipt of an application, send an acknowledgment letter and enclose the Affirmative Action Form (Applicant Information Request form) (*Appendix A1*), explain its purpose. All EEO information is provided voluntarily. The form (top part should be completed in the hiring Department) is to be sent to every applicant by the

Search/Advisory Committee hiring individual. After the form is completed, it should be returned by the Applicant (by mail or via email) to the Department Search and Screen Committee.

Reference: Search Flow Chart (A&E Forms)  
(<http://www.clemson.edu/access/>). Make sure all acknowledgments are done in a timely manner (within a week).

4. If the letter of application did not include a resume and names of references, request these in your acknowledgment letter. Give a deadline for the receipt of this information. The Committee will decide the deadline. The Department is responsible for the completion of a Background Check Investigation consent form to be completed and signed by the applicant. The hiring Department submits completed form to Human Resources prior to hire date. Approval of hire will be contingent upon favorable results of the candidate's background investigation. Access & Equity will not approve the (Request to Hire) form until the background check is completed. You should always use this web-site to access the most current (BGC) consent form.  
(<http://www.clemson.edu/humanres/Classandcomp/class.htm>)
5. It will prove helpful to keep a log (*see Appendix B*) summarizing the information provided on the (Applicant Information Request form). Enter this information when the (Applicant Information Request) form is received from the applicant.
6. File all Applicant Information Request forms in a separate file (not with applicant's other material), as information contained on these forms must be compiled in order to complete the HR Applicant Information Tracking Sheet **and** Summary Information Form. These two documents are then sent electronically to [AEREQ@clemson.edu](mailto:AEREQ@clemson.edu) with a copy to [HRSCRN@clemson.edu](mailto:HRSCRN@clemson.edu). In return, the department will receive an approved applicant pool from HR. Please refer to the Unclassified Position Search Flow Chart on the Access and Equity Web Page.
7. Prepare a check-off sheet to record the dates when specific letters are mailed. (*see Appendix B*)

8. When nominations are made, write the nominee, enclosing a copy of the advertisement and inviting him/her to apply. (*see Appendix C*)
9. A letter acknowledging receipt of a nomination should be mailed within one week of receipt of the nomination. (*see Appendix C*)

**NOTE:** The credentials of each applicant shall be made available to all regular departmental faculty, from whom recommendations regarding selection shall be solicited.

## V. Review of Applications

*After deadline has passed for initiating review of applications.*

### **Committee Responsibilities:**

1. Each member of the Search-and-Screening Committee should review all applications.
2. Use predetermined selection criteria to rate applications on minimum and preferred qualifications.
3. After all have reviewed the applicants' files, the Search-and-Screening Committee should make an initial screening based on qualifications and the criteria set forth in the advertisement.

**NOTE:** Typically a pool of 5 to 10 candidates is desirable at this stage of the search.

4. Review how well the applicants' experience and commitment to diversity can contribute to the institution's diversity goal.
5. If candidate is not a U.S. citizen, it is important to check visa status.

**Important: "J1" visas cannot be used for tenure-track positions.**

6. Immediately write (or call) candidates selected for the short list indicating that they have been selected for further consideration and that their references will be contacted.

7. Always secure permission from the candidate before contacting references. Develop a consistent process for checking references.
8. After having received the reference letters, the committee again reviews the files and determines those to be invited for on-campus interviews.
9. Send letters (and confirm with a call) informing those who have been selected for on-campus interview.
10. Send regret letters to all applicants not selected for further consideration.

### **CoES POLICY ON FACULTY RECRUITMENT**

1. At least one qualified minority (especially African-Americans) and one qualified woman must be interviewed for each vacant tenure-track faculty position.
2. If a recommended interview pool for a vacant tenure-track position does not contain at least one qualified minority and one qualified woman, the Dean's personal approval to proceed with the interview process must be requested and obtained before any interview invitations can be issued. In such cases, the department chair's memo requesting approval to proceed with the interview process must clearly define the measures taken by the Search-and-Screening Committee to identify and solicit minority and female applicants, and articulate why no minority and/or female applicants are being recommended for interview. The intent, of course is not to delay the search and screening process, but to ensure that this College is proactive in the recruitment of a diverse permanent faculty.

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**Administrative Support (work with Committee Chair):**

1. Write the references of those on the short list and request information regarding the applicant (be specific as to what questions you would like for them to address). Be sure to include a date by which the information is desired (determined by the committee). (*see Appendix C*)
2. If desired, an acknowledgment and thank you letter may be sent to the references. (*see Appendix C*)

## VI. Interview Process



**REMINDER: Funding for recruitment for faculty and department chairs comes from departmental sources.**

### **Committee Responsibilities:**

1. Select those best qualified and call them (and confirm with a letter) informing those who have been selected for on-campus interviews. Confer with the department chair for concurrence for faculty hires or the dean for department chair hires before issuing invitations. (*see Appendix C*)
2. Decide how many days/nights the candidate should visit.
3. Determine whether the spouse will be invited to accompany the candidate.
4. Develop applicant's interview agenda while visiting campus. (All tenure track faculty candidates should be asked to (1) present a research seminar and (2) teach a class in his/her field of expertise. Student feedback should be solicited on teaching performance.)

### **Committee Chair Responsibility:**

1. Write or call those applicants who are invited to visit campus to determine mutually agreeable interview date(s). (*Appendix C*)

### **Administrative Support (work with Committee Chair):**

*Chair should approve and sign all correspondence.*

1. Determine who will make travel arrangements: applicant or administrative support?



**REMINDER:** The applicant's airfare can be charged to the departmental VISA card.

2. If the applicant is to make his/her own travel arrangements, ask him/her to submit documented receipts for reimbursement. If the applicant prefers to drive, reimbursement will be at the current state approved rate.
3. The College of Engineering and Science's Visitor Expense Form (*Appendix A*) should be completed for each candidate that visits campus. Please make sure that this form is given to each visitor.
4. Work with the committee chair on the candidate's agenda. Make all appointments and prepare the interview agenda. Try to schedule people in the same general area for consecutive appointments. This saves travel time between buildings.

**Important: Confirm all appointments several days before the candidate arrives on campus. This will serve to avoid problems for the committee and candidate.**

5. If meals are hosted, only the candidate's meal (per diem only) can be paid from state funds. Any meals (within 10 mile radius of Clemson) for faculty must be paid from Clemson University Foundation funds.
6. For tax purposes, a copy of the agenda should be attached to any voucher being paid from Foundation funds.
7. Complete a Motor Pool Request form if needed.

**NOTE:** The department has the option of contacting a local motel and making reservations but **THE DEPARTMENT HAS TO BE BILLED DIRECTLY. Hotel accommodations for a guest cannot be placed on a departmental visa card.**

8. Send to the candidate, either by fax or e-mail, a copy of the agenda and the Visitor Expense Form. Inform the candidate that receipts of all expenses incurred during the trip (as well as his/her social security number) must be returned to the administrative support person or chair of the Search-and-Screening Committee for reimbursement.
9. Include a package of information about Clemson University and the City of Clemson. Items of interest might include: university catalog(s), facts, brochures, map(s), *The Tiger*, *The Messenger*, and The Brooks Center. Clemson's Chamber of Commerce can furnish information about the City of Clemson and surrounding areas.

**NOTE:** Interview questions regarding age, marital status, religion, political views, or sexual orientation are prohibited. (*see Appendix D*)

10. Copies of the agenda should be sent to everyone on campus listed for an appointment. Also attach a copy of the candidate's resume.
11. Send a thank you letter to each candidate the day following the interview.
12. If a search is extended or terminated, finalists should be informed promptly and should be told why such an action was necessary.
13. Determine from what accounts expenses are to be paid. (If you have any questions about account numbers, please contact ARS.) Ensure that all bills (dealing with this visit) have been paid and the candidate has been reimbursed (if appropriate) for expenses as expeditiously as possible.

## **VII . Selection**

### **Committee Responsibilities:**

1. Solicit written remarks from those who met with or interviewed candidates. A rating form can be developed for this purpose.
2. Select the finalist group of candidates.
3. For a faculty position, the Search-and-Screening Committee nominates the defined number of candidates in a memo to the department chair. In the case of a department chair position, the

- names of three (number can vary according to the dean's instructions) acceptable finalists (along with committee's assessment of strengths and weaknesses of each) should be transmitted to the Dean who will make his/her decision. The finalists should be unranked and listed in alphabetical order.
4. If any decision is to be made concerning the granting of tenure or the award of credit for prior tenure-track experience, the departmental TPR Committee must make a recommendation in the form of a memo to the department chair. The department chair must provide his/her recommendation to the Dean concerning same. If tenure is to be granted, the Granting of Tenure form must be completed and signed by the departmental TPR Committee Chair, Department Chair, Dean, Provost, and President. Kelly Burgess in ARS has the Granting of Tenure forms and will work with the committee to complete the form.

### **Dean or Department Chair Responsibilities:**

1. Make final decision concerning candidate.
2. Make a recommendation concerning the granting of tenure or/giving credit toward tenure based on recommendations of the TPR Committee.
3. For a faculty position, the department chair must confer with the Dean regarding the offer and terms thereof. For a department chair position, the Dean must confer with the Provost and Vice President for Academic Affairs regarding offer and terms thereof.
4. After a decision has been made for an offer to be extended, the committee chair should work with Kelly Burgess, ARS, to complete the **Request to Hire Form**. If an applicant from an under-represented group was interviewed but not selected, a statement explaining reasons should accompany the Request to Hire form. If there are applicants from an under-represented group who were not selected for interview, a statement explaining why should also accompany the Request to Hire form. The **Request to Hire** form must be approved by the Office of Access and Equity before an offer can be issued to the selected candidate.  
<http://www.clemson.edu/access/>
5. Work with Kelly Burgess (ARS) to ensure that all forms and the offer letter are completed according to all policies of the College and University.

### **Committee Chair Final Responsibility:**

1. After the offer has been accepted, personally call or e-mail all applicants not selected as soon as the candidate selected has accepted the position offer. The final duty of the committee chair is to write letters of regret to those on the short list not selected for hire. (*see Appendix C*)

# APPENDIX A

## PAGE

- [Affirmative Action Table](#) **A1**
- [Visitor Expense Voucher](#) **A2**

## **AFFIRMATIVE ACTION FORMS MUST BE COMPLETED**

**The following forms can be found at**

**<http://www.clemson.edu/access/>**

**Unclassified Position Vacancy Announcement Form**

**Advertising Plan & Search Committee Designation Form**

**Applicant Information Request Form**

**Applicant Tracking Form (Includes summary calculations)**

**Recommendation To Hire**

**Record of Interviews**

**Waiver of Posting**

VISITOR EXPENSE  
(Faculty Candidate)

NAME: \_\_\_\_\_

SOCIAL SECURITY # \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

BUSINESS PHONE: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_

As an official visitor of Clemson University, I incurred and claim for reimbursement of the following expenses:

DEPARTURE DATE: \_\_\_\_\_ TIME: \_\_\_\_\_

RETURN DATE: \_\_\_\_\_ TIME: \_\_\_\_\_

LODGING \$ \_\_\_\_\_ (attach receipt)

MEALS \$ \_\_\_\_\_ (State rate will apply)

TRAVEL

Air \$ \_\_\_\_\_ (attach copy of ticket)

Rail \$ \_\_\_\_\_ (attach copy of ticket)

Auto \_\_\_\_\_ Miles @ .405 cents = \$ \_\_\_\_\_

Other \_\_\_\_\_ \$ \_\_\_\_\_ (attach receipt)

Other \_\_\_\_\_ \$ \_\_\_\_\_ (attach receipt)

Other \_\_\_\_\_ \$ \_\_\_\_\_ (attach receipt)

TOTAL \$ \_\_\_\_\_

Visitor Signature: \_\_\_\_\_

## APPENDIX B

	<u>PAGE</u>
• <u>Faculty Application Log</u>	<b>B1</b>
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• <u>Candidates Information Log</u>	<b>B3</b>
• <u>Candidate Itinerary for Faculty</u>	<b>B4</b>
• <u>Candidate Itinerary for Department Chair</u>	<b>B5</b>
• <u>Applicant Information Tracking Sheet and Summary Information</u>	<b>B6</b>





**CLEMSON UNIVERSITY**  
COLLEGE OF ENGINEERING AND SCIENCE

Department: \_\_\_\_\_

CANDIDATE INFORMATION

Name: \_\_\_\_\_ No: \_\_\_\_\_

Date Received: \_\_\_\_\_

Date Affirmative Action Form Received: \_\_\_\_\_

Nominated: \_\_\_\_\_ Applied: \_\_\_\_\_

<p><b>Background:</b> _____ _____</p> <p><b>Education:</b> _____ _____</p> <p><b>Business:</b> _____ _____</p>
--

<u>Date</u>	<u>Letters Sent:</u>
_____	<input type="checkbox"/> 1. Received application – Sent AA-2
_____	<input type="checkbox"/> 2. You have been nominated by: _____
_____	<input type="checkbox"/> 3. Appreciate nomination
_____	<input type="checkbox"/> 4. Would like to apply: What now? Info enclosed
_____	<input type="checkbox"/> 5. Seen ad, sent application material
_____	<input type="checkbox"/> 6. Request for references
_____	<input type="checkbox"/> 7. Appreciate recommendation letter received
_____	<input type="checkbox"/> 8. Regret not selected
_____	<input type="checkbox"/> 9. Request for interview
_____	<input type="checkbox"/> 10. Candidate chosen

ITINERARY

For

---

Dr. (name) is interviewing for the position of Assistant Professor of (name of department).  
 Dr. (name) is currently a (title and university)

**Day and Date**

- 4:00 Arrival: Greenville/Spartanburg Airport  
(to be picked up by (faculty member or graduate student))
- 5:30 Dinner with (name of faculty member and name of place)
- 6:30 Tour of town and campus

**Day and Date**

- 8:00 Breakfast at (place) with (name of faculty member)
- 9:00 Meet with (name of faculty member(s), title(s), and place  
(*Research Interests: list research area*))
- 10:00 Meet with (name of faculty member(s), title(s), and place  
(*Research Interests: list research area*))
- 10:30 Meet with .....
- 11:00 Meet with .....
- 12:00 Lunch at L.J. Fields with (faculty member) and graduate students (list names of graduate students)
- 1:30 Seminar Presentation: (name of presentation and where presentation will be held)
- 2:30 Meet with .....
- 3:00 Meet with .....
- 3:30 Meet with
- 5:30 Return to (name of hotel)
- 7:00 Dinner with Departmental Faculty at (location)

**Day and Date**

- 8:30 Breakfast with (whom and location)
- 9:30 Leave for Greenville/Spartanburg Airport

CANDIDATE ITINERARY FOR DEPARTMENT CHAIR

\_\_\_\_\_

Name

Dept. of \_\_\_\_\_

University of \_\_\_\_\_

Date \_\_\_\_\_

Monday, December 4, 2000

- 7:30 am Breakfast with \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 8:30 am Meet with Provost \_\_\_\_\_, 206 Sikes Hall
- 9:00 am Meet with Dean \_\_\_\_\_, 109 Riggs Hall
- 10:00 am Meet with Department Heads, \_\_\_\_\_ Riggs Hall
- 10:30 am Seminar Presentation
- 10:45 am Presentation “\_\_\_\_\_” to  
Faculty and Students, \_\_\_\_\_ Riggs Hall
  
- 12:00 Lunch with \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
  
- 1:30 pm Meet with Associate Deans, \_\_\_\_\_ (location) \_\_\_\_\_
- 2:30 pm Meet with \_\_\_\_\_ (name) \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 2:50 pm Meet with \_\_\_\_\_ (name) \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 3:10 pm Meet with \_\_\_\_\_ (name) \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 3:30 pm Meet with \_\_\_\_\_ (name) \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 4:10 pm Meet with faculty group, \_\_\_\_\_ (location) \_\_\_\_\_
  
- 7:00 pm Dinner with Search and Screening Committee at  
\_\_\_\_\_ (location) \_\_\_\_\_

Tuesday, December 5, 2000

- 7:30 am Breakfast with \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 8:15 am Meet with \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 9:00 am Meet with \_\_\_\_\_ (staff) \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 9:15 am Meet with Search and Screening Committee,  
\_\_\_\_\_ (location) \_\_\_\_\_
- 9:45 am Closing meeting with Dean \_\_\_\_\_ (name) \_\_\_\_\_, \_\_\_\_\_ (location) \_\_\_\_\_
- 10:30 am Depart

Date:		Requisition Number	Applicant Information Tracking Sheet For Unclassified Positions				Job Code	Pos#	Dept#			
							If Information is Provided by the Applicant					
Meets ** MTE	Last Name	Suffix	First Name	Middle Initial	* Applicant ID	Gender	Ethnic Group	Date of Birth	Veteran's Status	Latest Service Date	Disabled ** Veteran	
		Address (Second Line)										
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												

Notes:

\* Provided by HR

\*\* Meets MTE and Disabled Veteran Columns - Check if Yes; Latest Service Date is the last date served in the Military

### Summary Information Sheet

(Found on the Applicant Information Tracking Sheet – See tab at the bottom of the sheet)

Race		Gender			Totals
Code	Group	Male	Female	Unknown	
W	White				
B	Black				
H	Hispanic				
A	Asian				
I	Am. Indian				
?	Unknown				
<b>Totals</b>					

## APPENDIX C

### PAGE

#### Sample Letters

- [Acknowledgment of Application](#) C1
- [Nomination Letter](#) C2
- [Acknowledgment of Nomination Letter](#) C2
- [Reference Request Letter](#) C3
- [Acknowledgment of Reference Letter](#) C3
- [Letter to Applicants Not Invited for an Interview](#) C4
- [Letter of Applicants Invited for an Interview](#) C5
- [Letter to Interview Candidates Not Selected for the Position](#) C6

## Sample Letters

### Acknowledgement of Application

Dear Dr. *(name)*:

This is to acknowledge receipt of your application for a faculty position in the Department of *(name)* at Clemson University. On *(date)* we will initiate our formal review process to narrow the list of candidates to those that most closely align with our specific needs. Please know that we will endeavor to inform you of the status of your application as shortly thereafter as possible.

We would appreciate your completion and return of the enclosed Applicant Information Request. While completion of this form is voluntary, our Affirmative Action Policy requires that you be given the opportunity to complete it. This information is used for statistical reporting.

*(If the application is incomplete in any way, include a paragraph requesting the needed information.)*

Your interest in Clemson University is genuinely appreciated. With best personal regards, I remain,

Very truly yours,

*Faculty Name*

Department of *(name)*

**Nomination Letter**

Dear Dr. *(name)*:

It is my pleasure to inform you that you have been nominated for the position of *(name)* in the Department of *(name)* at Clemson University. We sincerely hope that you will give the enclosed position description careful consideration and submit a letter of interest along with a resume and the names, addresses, telephone numbers, and e-mail addresses of at least *(number)* references. Please direct your submission to me at the address given on this letterhead stationery.

I look forward to receiving your application materials. Do not hesitate to contact me should you desire additional information. With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

**Acknowledgement of Nomination Letter**

Dear Dr. *(name)*:

Thank you for nominating Dr. *(name)* for an *(title of position)* position in the Department of *(name)* at Clemson University. It will be my pleasure to notify him/her of your nomination and solicit his/her application for this position.

We genuinely appreciate this nomination. With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

**Reference Request Letter**

Dear Dr. *(name)*:

Dr. *(name)* is being considered for the position of *(title)* in the Department of *(name)* at Clemson University. He/she has listed you as a professional reference. Accordingly, I would appreciate receiving your assessment of Dr. *(name)*'s teaching skills, quality of research and resulting scholarship, potential for developing a well-funded and well-published research program, motivation, personal attributes including interpersonal skills, and work ethic. To assist you in this regard, I am enclosing a copy of the position announcement.

We would appreciate receiving your assessment prior to *(date)* as our review of applications will begin then. Many thanks in advance for the time you will take to prepare a thoughtful and considered letter of reference. With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

**Acknowledgement of Reference Letter**

Dear Dr. *(name)*:

We have received and appreciate your letter of reference for Dr. *(name)* who is under consideration for the position of *(name)* in the Department of *(name)* at Clemson University. Your comments are important to us as we endeavor to make an informed decision to identify an outstanding candidate for our vacant position.

With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

**Letter to Applicants Not Invited for an Interview**

Dear Dr. *(name)*:

The Search and Screening Committee for the position of *(name)* in the Department of *(name)* has now completed evaluating the credentials files of all candidates and has selected for on campus interview a small group of candidates whose education, experience, and accomplishments most closely align with our needs. I regret to inform you that you are not among those selected for interview.

We thank you for your interest in Clemson University and the Department of *(name)*, and wish you success in your career. With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

**Letter of Applicants Invited for an Interview**

Dear Dr. *(name)*:

The Search and Screening Committee for the position of *(name)* in the Department of *(name)* has completed evaluating the credentials files of all candidates and has selected for on campus interview a small group of candidates whose education, experience, and accomplishments most closely align with our needs. I am delighted to inform you that you are among those who have been selected for an on campus interview.

Accordingly, an interview for the position of *(title)* has been scheduled for you for *(date)*. You will meet with a number of faculty members in the Department of *(name)* and with the Dean of the College of Engineering & Science, Dr. Esin Gulari. In addition to interviews with faculty and the dean, you are expected to present a research seminar and teach a 50-minute class in your area of expertise. I will call you to discuss the specific class we would like for you to teach and the specific topic you are to address.

Lodging reservations have been made for you at the *(name of the hotel/motel)* for the evening(s) of *(dates)* and have been confirmed with the number *(confirmation number)*. A map to this hotel/motel is enclosed for your use. You should arrange to fly to the Greenville/Spartanburg Airport (SC), rent a car, and drive to the hotel. You will be met at *(time)* on *(date)* at the hotel by *(faculty member name)* to transport you to campus for your interviews. Please keep a record of all expenses you incur and retain all relevant receipts (e.g. airline, hotel, car rental, parking, etc. so that you will be able to submit them for reimbursement using a form to be supplied to you during your interview.

We eagerly anticipate your interview. Do not hesitate to call me at *(number)* should you have any questions. With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

**Letter to Interview Candidates Not Selected for the Position**

Dear Dr. *(name)*:

The Search and Screening Committee of the Department of *(name)* has now completed evaluating all of the candidates who interviewed on campus for the position of *(name)*. I regret to inform you that the position has been offered to and been accepted by another candidate.

We thank you for your interest in Clemson University and the Department of *(name)*. I regret that this letter cannot be more favorable and wish you success in your career. I trust that our paths will cross in the future. With best personal regards, I remain,

Very truly yours,

*Faculty Name*  
Department of *(name)*

## APPENDIX D

### PAGE

- [Language for Ads & Announcements](#) **D1**
- [Sample of Ad](#) **D2**

## **Language for Ads & Announcements**

The traditional summary statement found in position announcements -- “Clemson University is an AA/EEO employer and does not discriminate against any person or group on the basis of age, color, disability, gender, national origin, race, religion, sexual orientation, or veteran status”-- is required by federal regulation and must appear in all advertisements. In order to be more attractive to potential candidates, departments in the College of Engineering and Science are encouraged to also add “Clemson University is building a culturally diverse faculty and strongly encourages applications from female and minority candidates” to all advertisements. Such proactive language conveys a level of commitment beyond that required by regulation and tells potential applicants that the university values diversity. For the most recent information on required advertisement statements, contact the Office of Access and Equity at 656-3181.

Proactive language can be included as a specific job qualification or as a summary statement at the end of job announcements. Examples of specific job qualifications and summary statements include the following:

- Candidates should describe how multicultural issues have been or will be brought into courses.
- Candidates should describe previous activities mentoring minorities, women, or members of other under-represented groups.
- Women, minorities, individuals with disabilities and veterans are encouraged to apply.
- The college is dedicated to the goal of building a culturally diverse and pluralistic faculty committed to teaching and working in a multicultural environment and strongly encourages applications from minorities and women.
- Successful candidates must be committed to working with diverse student and community populations.
- The University is responsive to the needs of dual career couples.
- The University is committed to building a culturally diverse educational environment. Applicants are requested to include in their cover letter information about how they will further this goal.

- The campus is especially interested in candidates who can contribute to the diversity and excellence of the academic community through their research, teaching and/or service.

Although these phrases are useful when recruiting U.S. citizens, departments should be aware of special international requirements. For example, should the successful candidate be a foreign national, any “preferred” statements in the ad will be held as “required” by federal and state agencies determining qualifications for permanent residency. Therefore departments must carefully consider how the specific qualifications apply to the position and include only those criteria to which candidates will actually be held.

Determining where an ad is placed is as important as what language is used in the advertisement. Departments should be cautious about spending large sums of money to advertise in special diversity newsletters or publications. Reputable publications such as the Chronicle of Higher Education, Black Issues in Higher Education, or those distributed by national discipline-based organizations can be counted on to actually reach intended audiences. The growth of the Internet has introduced a large number of additional venues for placing ads. Many online services offer an institutional subscription rate for placing ads. Search-and-Screening Committees are advised to check with Access and Equity and/or Human Resources to determine if the university has an institutional membership or subscription before making a financial commitment to a web site or publication.

SAMPLE OF AD

TENURE TRACK FACULTY POSITION

Tenure Track Assistant Professor – CLEMSON UNIVERSITY  
Department of Bioengineering

The Department of Bioengineering at Clemson University is a graduate department offering M.S. and Ph.D. degrees in Bioengineering with major emphasis on biomaterials research and education. Applications are sought with expertise in the areas of polymer synthesis, characterization, and biocompatibility for research and teaching responsibilities. Applicants must have a Ph.D. or relevant terminal degree. Clemson University provides excellent research support facilities, and clinical collaboration opportunities are available through the Bioengineering Alliance of South Carolina and university affiliations with nearby research-oriented hospitals and medical centers.

To apply, send CV and 3 references to: Prof. Robert A. Latour, Jr., Faculty Search-and-Screening Committee, Department of Bioengineering, 301 Rhodes Engineering Research Center, Clemson University, Clemson, SC 29634 Phone: (864) 656-5552, Fax: (864) 656-4466.

Review of applications will begin on     date     and will continue until position is filled. Applications received on or before that date will be assured full consideration.

Clemson University is an AA/EEO employer and does not discriminate against any person or group on the basis of age, color, disability, gender, national origin, race, religion, sexual orientation, or veteran status.

**APPENDIX E**

**PAGE**

- **Resources for Diversity** **E1**

## Resources For Diversity

When it comes to actually recruiting diverse faculty members, many Search-and-Screening Committees report that they cannot find qualified women or minorities to apply for their open positions. Research, however, has shown that committees succeed in hiring women and minorities when they transform the search process<sup>1</sup>, are committed to diversity and are proactive about building a diverse applicant pool.

Transforming the search process requires that the Search-and-Screening Committee do more than simply place ads and wait for applicants to express interest. These committees can use the personal and professional networks of existing faculty and students, use discipline-based organizations, and take advantage of publications and web sites that specialize in the recruitment of diverse faculty members. The following tips can help Search-and-Screening Committees transform the search progress.

- **Existing Faculty and Students**  
Use existing faculty and graduate students to market open positions. Ask faculty and students to take along copies of the job announcement when they travel to academic conferences and meetings. Further, ask that they contact their colleagues and inquire about promising graduate students or new scholars from underrepresented groups. When using faculty and students in this manner it is important to encourage them to seek candidates beyond those who are most like themselves.
- **Discipline-based organizations**  
All academic disciplines have professional organizations associated with them. Many have subcommittees on women and/or minorities. In addition, most have both national and regional meetings, newsletters, email mailing lists and web sites. These organizational resources can be key in departmental recruiting efforts. Poll faculty

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<sup>1</sup>See the article by Daryl G. Smith in the Miscellaneous Brochures and Articles Section (Appendix G).

members to determine which organizations are active in the discipline area related to the open faculty position. Distribute job announcements to regional contacts or committee chairs. Follow-up with phone calls to discuss the department's needs and how best to identify promising scholars in the field. Examples of discipline-based organizations include:

- ✓ American Educational Research Association – Special Interest Groups
  - 1) Research on Women and Education
  - 2) Research on Black Americans
  - 3) Research on Education of Asian & Pacific Americans
  - 4) Hispanic Research Issues
  - 5) Critical Examination of Race, Ethnicity, Class, & Gender in Education

(<http://www.aera.net>)
  
- ✓ American Physical Society – Committee on the Status of Women in Physics, Committee on Minorities in Physics
 

(<http://www.aps.org/>)
  
- ✓ Engineering
  - Society of Women Engineers (<http://www.swe.org>),
  - Society of Hispanic Professional Engineers (<http://www.shpe.org>),
  - American Indian Science & Engineering Society (<http://www.aises.org>),
  - National Society of Black Engineers (<http://www.nsbe.org>)
  
- Publications/Web Sites
  - National Science Foundation, Survey of Earned Doctorates (<http://www.nsf.gov/statistics/srvydoctorates/>)
  - Each year the National Science Foundation, the National Institutes of Health, the National Endowment for the Humanities, the US Department of Education and the US Department of Agriculture issues the results of their Survey of Earned Doctorates (SED). Their report includes data on the number and characteristics of individuals

receiving research doctoral degrees from U.S. institutions. It is used frequently to determine the availability of new scholars in a specific field. The data is listed by gender and field, and by race/ethnicity and field.

NEMNET (<http://www.nemnet.com>)

Nemnet is a national minority recruitment firm committed to helping schools and organizations in the identification and recruitment of minority candidates. Since 1994 it has worked with over 200 schools, colleges and universities and organizations. It posts academic jobs on its web site and gathers vitas from students and professionals of color.

IMDiversity.com (<http://www.imdiversity.com/>)

Formerly known as the Minorities' Job Bank, IMDiversity.com was established by the Black Collegian Magazine. The site is dedicated to providing career and self-development information to all minorities, specifically African Americans, Asian Americans, Hispanic Americans, Native Americans and Women. It maintains a large database of available jobs, candidate resumes and information on workplace diversity.

Minority and Women Doctoral Directory (<http://www.mwdd.com>)

The directory serves as a registry which maintains up-to-date information on employment candidates who have recently received, or are soon to receive, a Doctoral or Master's degree in their respective field from one of approximately two hundred major research universities in the United States.

The WISE Directory (<http://www.ces.clemson.edu/wise/>)

This publication is an on-line directory of women students and postdocs in the science, engineering, and mathematics disciplines at schools that are a part of the Committee on Institutional Cooperation (CIC). This directory is a valuable resource for those looking to hire women from these fields. Women interested in being included need to have completed the Ph.D. within the last two years, expect to complete the degree within a year, or are currently in a postdoctoral position at one of the CIC institutions. Serita Acker in the PEER

## Appendix E4

Office coordinates the WISE Program at Clemson University. She can be reached at 656-1089 or [SACKER@Clemson.edu](mailto:SACKER@Clemson.edu).

## APPENDIX F

PAGE

- **Guidelines for Pre-employment Inquiries**

**(Fair and Unfair Pre-Employment  
Inquiries)**

**F1**

## Guidelines for Pre-employment Inquiries

One of the issues that Search-and-Screening Committees have the most difficulty with is determining what constitutes fair and legal pre-employment inquiries. All inquiries, whether on forms, during interviews, or when requesting information concerning applicants, must comply with federal and state law.

<b>SUBJECT</b>	<b>FAIR PRE-EMPLOYMENT INQUIRY</b>	<b>UNFAIR PRE-EMPLOYMENT INQUIRY</b>
Age*	Inquiry related to birth date and proof of true age.	Inquiry that implies an age preference for persons under 40.
Arrest/Conviction	The EEOC takes the position that questions concerning arrests are improper unless the applicant is being considered for a “security sensitive” job and the employer does an investigation to determine whether the applicant was likely to have committed a crime for which he/she was arrested.	The EEOC takes the position that questions concerning arrests are improper unless the applicant is being considered for a “security sensitive” job and the employer does an investigation to determine whether the applicant was likely to have committed a crime for which he was arrested. Questions about an applicant’s conviction record are improper unless the employer can show that the conviction is in some way related to the position for which the applicant is applying.
Citizenship	Whether applicant can be lawfully employed in this country because of visa or immigration status; whether applicant can provide proof of legal right to work in US after being hired.	Whether applicant is a citizen; requirement before hiring that applicant present birth certificate, naturalization, or baptismal record; any inquiry into citizenship that would tend to divulge applicant’s lineage, ancestry, national origin, descent, or birthplace.

<b>SUBJECT</b>	<b>FAIR PRE-EMPLOYMENT INQUIRY</b>	<b>UNFAIR PRE-EMPLOYMENT INQUIRY</b>
Disability**	Whether applicant can perform the essential functions of the position, with or without reasonable accommodation. Request to describe or demonstrate performance of the essential functions with or without accommodation	Inquiry about nature, severity or extent of a disability. Inquiry as to whether an applicant requires reasonable accommodation. Whether an applicant has applied for or received worker's compensation. Any inquiry that is not job related or consistent with business necessity.
Family	Whether applicant can meet specific work schedules or has activities, commitments, or responsibilities that may prevent meeting work attendance requirements.	Inquiry concerning spouse, spouse's employment or salary, children, childcare arrangements, or dependents.
Marital Status	None.	Any inquiry about the applicant's marital status whether an applicant is married, single, divorced, separated, engaged, widowed, etc. Any form requesting identification by Mr., Mrs., Miss, or Ms. status.
Military *	Inquiry concerning education, training, or work experience in the US military.	Type or condition of military discharge, request for discharge papers, an applicant's experience in a military other than the United States military.
National Origin*	Inquiry into ability to read/write/speak foreign language when the foreign language is a job requirement.	Any other inquiry into applicant's lineage, ancestry, national origin, descent, birthplace, native language, or national origin of an applicant's parents or spouse.

<b>SUBJECT</b>	<b>FAIR PRE-EMPLOYMENT INQUIRY</b>	<b>UNFAIR PRE-EMPLOYMENT INQUIRY</b>
Photograph	None, May request after employment for purpose of identification.	Any request for submission of photograph at any time prior to employment.
Pregnancy (see also disability)	Inquiry as to duration of stay on the job or anticipated absences made to males and females alike.	Any inquiry related to pregnancy, medical history concerning pregnancy, and related matters.
Race or Color*	None.	Any inquiry concerning race or color.
Relatives	Names of relatives currently employed by University.	Any other inquiry about marital status, spouse, or spouse's occupation.
Religion or Creed	None.	Inquiry concerning religious preference, denomination, affiliation, church, parish, pastor, or religious holidays observed.
Residence	Inquiry about address sufficient to facilitate contact with applicant.	Any other inquiry regarding with whom applicant resides; whether applicant owns or rents.
Sex*	None.	Any inquiry concerning gender.
Sexual Orientation	None.	Any inquiry regarding sexual orientation.
Organization Membership	Inquiry into organization memberships, excluding any organization the name or character of which indicates race, color, creed, sex, sexual orientation, marital status, religion, age, status as a disabled veteran, status as a Vietnam era veteran, disability, national origin, or ancestry of its members.	Requirement to list all organizations, clubs, societies, etc., to which applicant belongs.
Drugs	The application affords an employer the opportunity to obtain the applicant's agreement to be bound by the employer's drug and smoking policies, and to submit to drug testing.	Recovering drug users are protected under the ADA, so employers can't ask about prior drug use. Current drug users are not protected under the ADA.

\* Use the Affirmative Action (**Applicant Information Request**) requesting applicant to voluntarily identify themselves as belonging to any group for whom the University takes affirmative action, is not a violation of these guidelines.

\*\* There are very specific federal guidelines on fair and unfair pre-employment, post-offer, and post-employment inquiries for persons with disabilities.

More information about fair and unfair pre-employment inquiries is available through our Office of Access and Equity.

[\(http://virtual.clemson.edu/groups/access/\)](http://virtual.clemson.edu/groups/access/)

## APPENDIX G

### PAGE

- [Miscellaneous Brochures & Articles](#) **G1**

## **Miscellaneous Brochures & Articles**

Compiling the tool kit involved gathering information from numerous sources. The list below includes many of the documents that serve as reference material for the tool kit. In addition, it includes brochures or articles that may be helpful for Search and Screening Committees or Department Chairs.

### **Useful Articles & Monographs**

Search-and-Screening Committee Chairs might find it helpful to provide committee members with the following articles regarding diversity in faculty searches

- a. “How to Diversify the Faculty” by Daryl G. Smith.  
From Academe, September/October, 2000, Volume 86,  
No. 5, American Association of University Professors.
- b. “More on Affirmative Action: A Letter” and “Thinking About Bias”. Excerpts from The Search Commitment Handbook: A Guide to Recruiting Administrators by Theodore Marchese and Jane Lawrence, American Association for Higher Education.
- c. Getting Results: Affirmative Action Guidelines – A Guide to “Getting Results: Affirmative Action Guidelines – A Guide to Achieve Diversity”, Penn State University, The Affirmative Action Office.  
(<http://www.psu.edu/dept/aaoffice/>)

### **Clemson University Related Documents**

1. Clemson University *Faculty Manual*  
(<http://www.lib.clemson.edu/fs/FacultyManual/facman1.htm>)  
(Jerry Knighton can add documents or web sites.)